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THE FORESEE E-GOVERNMENT SATISFACTION INDEX (Q3 2014)

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ABOUT THIS REPORT

The ForeSee E-Government Satisfaction Index is a comprehensive reflection of the citizen experience with federal government websites, and it serves as a critical checkpoint for evaluating the success and performance of the federal government's online initiatives. More than 273,000 responses were collected across the federal government websites for the quarter measured in this Index. This demonstrates that citizens are willing to share their voices to help agencies and departments improve. The use of the ForeSee methodology and technology then enables agency leaders to determine which website and mobile site and app improvements will have the greatest impact on future usage and recommendations.

FOREWORD

The customer experience is more important today than ever before. And it's not just ForeSee saying that. I read a report earlier this year that examined where CEOs in the private sector ranked the customer experience in level of importance. Those surveyed placed the experience their prospective and current customers had with their brands as number one. A vast majority, 91%, stated they were concerned with the shift in consumer behavior, with 28% being extremely concerned. Why is that?

Consumers today are smarter. They have more information at their fingertips. They want a great experience, whether it's on a website, their smartphone or tablet, with a contact center or in a store. Expectations are higher than ever, and those companies that succeed in meeting and exceeding customer expectations will rise to the top. Today, it's not location, location, location but the experience; the multichannel, multi-device experience.

With the federal government, the focus on delivering great customer service has been a topic for agency leaders for decades. It began in September 1993 with President Clinton's Executive Order 12862, which called for agencies to create customer service standards and conduct and report on customer surveys, to the more recent April 2011 Executive Order 13571, *Streamlining Service Delivery and Improving Customer Service*, which built on the groundwork accomplished by Executive Order 12862. The Obama Executive Order goes further to highlight technological advances and the new avenues of service delivery that impact citizens' experiences. As a result, agencies have been charged with developing and publishing customer service plans, leveraging emerging technologies to serve constituents and adopting best practices to coordinate across all service delivery channels.

Earlier this year, the Office of Management and Budget posted on Performance.gov a new Cross-Agency Priority Goal (CAP) focusing on customer service. The CAP goal provides a cross-agency objective to "deliver world-class customer service by making it faster and easier for individuals and businesses to complete transactions and have a positive experience with government." Highlighted in the CAP goal is a directive to streamline transactions, develop standards, and the importance of using new technologies to improve customer experience. Throughout these efforts, there is an absence of any detail providing guidance to create a standardized method of collecting and measuring customer service delivery feedback.

For more than 10 years, ForeSee has been measuring and reporting on citizen satisfaction with the digital government experience. Today, we help agency leaders understand performance from the citizen's perspective across all customer touch points and leverage our proven methodology to learn more about the types of customers they serve and where to invest limited time, money and resources to improve the overall experience.

For the last 44 consecutive quarters, the ForeSee E-Government Satisfaction Index has served as a performance benchmark, measuring the satisfaction citizens have with department, agency and program websites. In Q4 of 2013, we expanded the Index to highlight mobile scores as well.

ForeSee measures satisfaction on a 0-100 scale, with scores 80 and above recognized as the threshold of excellence (highly satisfied visitors) and scores below 70 revealing much room for improvement (dissatisfied). ForeSee customers have the

ability to compare how they are doing relative to their peers and, most important, how their channels are performing over time.

For Q3 2014, the ForeSee E-Government Satisfaction Index includes aggregate scores from 105 federal government sites. Citizen satisfaction increased slightly to 75, up slightly from 74.8 in Q2 2014. Here are some observations:

– We love to highlight the sites with stellar performance. Once again, two sites from Social Security Administration lead the pack, with Extra Help with Medicare Prescription Drug Plan Costs (socialsecurity.gov/i1020) and SSA Retirement Estimator (ssa.gov/estimator) coming in with a 90 for the quarter.

– Social Security Administration is not the only organization performing well. Thirty-three sites in the index (31%) achieved an "excellent" rating (80 and above).

– DOD Pentagon Channel (pentagonchannel.mil) and Food Safety Inspection Service from USDA (fsis.usda.gov) are Top Gainers this quarter, with significant increases of 7 points each.

– E-government outperforms overall government in citizen satisfaction. Each year, it is clear that citizens prefer to interact with the federal government through digital channels. Average citizen satisfaction with e-government (75) continues to outperform average citizen satisfaction with the overall federal government (66.1, according to the *ACSI Federal Government Report 2013)*.

Why does satisfaction matter? If agencies can deliver a satisfactory experience, the likelihood of desired outcomes is increased. For example, for this quarter's index, highly satisfied website visitors were 86% more likely to use the website as a primary resource (versus a more costly channel like the contact center) and 80% more likely to put their trust behind the agency. For mobile, those that were highly satisfied with their experience were 71% more likely to return to the site or app and a whopping 102% more likely to recommend the site or app!

If you're responsible for the digital channel, you're probably interested in what's driving satisfaction. Search, navigation and functionality are top drivers of satisfaction in this quarter's index, followed closely by online transparency. Further, online transparency (providing thorough, easy-to-find information on a site) has been proven to be a driver of increased trust in the agency. Each site is different, so it's key to prioritize improvements that will have the greatest impact on satisfaction for your site in order to drive the outcomes your organization desires.

Thank you for taking the time to review the ForeSee E-Government Index for Q3 2014. At ForeSee, we continue to be committed to federal government organizations in their efforts to deliver customer service excellence.

Best,

Dave Lewan

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ForeSee, an Answers solution

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HOW E-GOVERNMENT IS PERFORMING OVERALL

ForeSee has been measuring e-government since the third quarter of 2003, when the average score was 70. The lowest the score has been during this time is 69, which occurred in the fourth quarter of 2003.

Figure 1 provides a summary of e-government customer experience performance for the most recent 12 months, as measured by the ForeSee Satisfaction Index.

FIGURE 1

	Q3 2014	Q2 2014	Q1 2014	Q4 2013
Number of Sites Measured	105	103	104	108
Number of Responses Collected	273,000	234,600	268,000	280,000
Average E-Government Satisfaction Score (Out of 100)	75	74.8	74.5	74.6
Highest Satisfaction Score	90	90	90	90
Lowest Satisfaction Score	54	52	55	56
Number of E-Government Sites Achieving "Excellent" Rating (80 or Higher)	33 (31%)	34 (33%)	32 (31%)	32 (30%)
Number of E-Government Sites Rated 69 or Below	22 (21%)	23 (22%)	31 (30%)	28 (26%)

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Figure 2 displays scores for all participating federal websites in the ForeSee E-Government Satisfaction Index this quarter. The agencies whose Satisfaction scores are noted in blue text represent those that have reached or exceeded a score of 80, the threshold for excellence in this study. Later pages of this report show scores by category.

FIGURE 2

Q3 2014 E-Government Satisfaction Scores		
Department	**Website**	**Satisfaction**
SSA	Extra Help with Medicare Prescription Drug Plan Costs—socialsecurity.gov/i1020	90
SSA	SSA Retirement Estimator—ssa.gov/estimator	90
SSA	SSA - my Social Security	88
SSA	SSA iClaim—socialsecurity.gov/applyonline	88
HHS	MedlinePlus en español—medlineplus.gov/esp	87
SSA	Social Security Business Services Online—ssa.gov/bso/bsowelcome.htm	87
HHS	MedlinePlus—medlineplus.gov	86
Boards, Commissions, and Committees	American Battle Monuments Commission—abmc.gov	84
NIH	National Institute of Aging - Go4Life—go4life.nia.nih.gov/	84

Q3 2014 E-Government Satisfaction Scores *(continued from page 5)*

Department	Website	Satisfaction
HHS	NIH - Senior Health—nihseniorhealth.gov	84
CIA	Recruitment website—cia.gov/careers	84
DHS	U.S. Citizenship and Immigration Services Español—uscis.gov/portal/site/uscis-es	84
DHS	U.S. Citizenship and Immigration Services Resource Center—uscis.gov/portal/site/uscis/citizenship	84
SEC	U.S. Securities and Exchange Commission—investor.gov	84
NIH	Alzheimers Disease Education and Referral Center—nia.nih.gov/alzheimers	83
HHS	CDC main website—cdc.gov	83
DOD	DoD Navy—navy.mil	83
HHS	National Cancer Institute main website—cancer.gov	83
HHS	National Cancer Institute Site en Español— cancer.gov/espanol	83
HHS	National Library of Medicine AIDS information—infoSIDA.nih.gov	83
HHS	NIDDK—www2.niddk.nih.gov	83
SSA	Social Security Internet Disability Report—ssa.gov/applyfordisability	83
HHS	HHS Healthy People—Healthypeople.gov	82
HHS	National Women's Health Information Center (NWHIC) main website—womenshealth.gov	82
HHS	NIAMS public website—niams.nih.gov	82
NASA	NASA main website—nasa.gov	81
DOC	National Geodetic Survey, National Oceanic and Atmospheric Administration website—ngs.noaa.gov	81
HHS	National Institute of Dental and Craniofacial Research—nidcr.nih.gov	81
HHS	National Library of Medicine AIDS information—aidsinfo.nih.gov	81
DOJ	FBI main website—fbi.gov	80
DOJ	National Institute of Justice—nij.gov	80
DOI	National Park Service main website—nps.gov	80
HHS	SAMHSA Store—store.samhsa.gov	80
FTC	FTC OnGuardOnline—onguardonline.gov	79
PBGC	MyPBA—https://egov.pbgc.gov/mypba	79
HHS	National Library of Medicine main website—nlm.nih.gov	79
Treasury	U.S. Mint Online Catalog and main website—usmint.gov	79
DOD	DoD Air Force—af.mil	78
PBGC	MyPAA—https://egov.pbgc.gov/mypaa	78
DOJ	Office of Justice Programs—crimesolutions.gov	78
DOS	Recruitment website—careers.state.gov	78
HHS	U.S. Food and Drug Administration main website—fda.gov	78
DOL	Bureau of Labor Statistics—bls.gov	77
DOD	DOD Pentagon Channel—pentagonchannel.mil	77

Agencies Scoring 80+

Q3 2014 E-Government Satisfaction Scores *(continued from page 6)*

Department	Website	Satisfaction
NIST	National Institute for Standards and Technology main website—nist.gov	77
DOJ	Office of Juvenile Justice and Delinquency Prevention—ojjdp.gov	77
NIH	The National Center for Complementary and Alternative Medicine (NCCAM)—nccam.nih.gov	77
HHS	Agency for Healthcare Research and Quality—ahrq.gov	76
DOL	Department of Labor Job Listings—doors.dol.gov	76
DOS	Department of State blog website—blogs.state.gov	76
DOI	U.S. Geological Survey—usgs.gov	76
NRC	U.S. Nuclear Regulatory Commission website—nrc.gov	76
HHS	HHS National Health Information Center—Healthfinder.gov	75
DOJ	National Criminal Justice Reference Service—ncjrs.gov	75
SSA	SSA iAppeals - Disability Appeal—ssa.gov	75
DOD	Department of Defense portal—defense.gov	74
DOD	DoD Marines—marines.mil	74
DOT	Federal Aviation Administration—faa.gov	74
HHS	National Institute of Allergy and Infectious Diseases—www3.niaid.nih.gov	74
USDA	Recreation One-Stop—recreation.gov	74
SBA	SBA main website—sba.gov	74
SSA	Social Security Online main website—socialsecurity.gov	74
DHS	U.S. Citizenship and Immigration Services—uscis.gov/portal/site/uscis	74
DOT	U.S. Department of Transportation—fhwa.dot.gov	74
PBGC	U.S. PBGC main website—pbgc.gov	74
DOS	Bureau of Consular Affairs—travel.state.gov	73
FTC	FTC main website—ftc.gov	73
OPM	Recruitment website—usajobs.gov	73
GAO	GAO main public website—gao.gov	72
GSA	GSA Auctions—gsaauctions.gov	72
DHS	Department of Homeland Security main website—dhs.gov	71
DOS	Department of State main website—state.gov	71
USDA	ERS main website—ers.usda.gov	71
FDIC	FDIC main website—fdic.gov	71
FTC	FTC Complaint Assistant website—ftccomplaintassistant.gov	71
GSA	GSA main website—gsa.gov	71
Treasury	Making Home Affordable—makinghomeaffordable.gov	71
SEC	U.S. Securities and Exchange Commission—sec.gov	71
DOT	DOT Research and Innovative Technology Administration website—rita.dot.gov	70

Q3 2014 E-Government Satisfaction Scores *(continued from page 7)*

Department	Website	Satisfaction
USDA	FSIS main website—fsis.usda.gov	70
HHS	Health Resources and Services Administration main website—hrsa.gov	70
ITC	U.S. International Trade Commission main website—usitc.gov	70
DOJ	Office of Justice Programs—ojp.gov	69
DHS	U.S. Citizenship and Immigration Services—uscis.gov/e-verify	68
EPA	U.S. Environmental Protection Agency—epa.gov	68
FDIC	FDIC Applications—www2.fdic.gov	67
USDA	NRCS website—nrcs.usda.gov	67
DOC	U.S. Census Bureau main website—census.gov	67
NARA	NARA main public website—archives.gov	66
DOC	U.S. Patent and Trade Office—uspto.gov	66
Treasury	USTTB website—ttb.gov	66
DOC	BEA main website—bea.gov	65
HHS	SAMHSA website—samhsa.gov	65
Treasury	Treasury main website—treasury.gov	65
VA	VA Main website—va.gov and myhealthva.gov	65
DOJ	Bureau of Justice Statistics—bjs.gov	64
DOT	Federal Railroad Administration main website—fra.dot.gov	63
DOE	U.S. Department of Education—ed.gov	63
USDA	Forest Service main website—fs.usda.gov	62
Treasury	TreasuryDirect—treasurydirect.gov	62
HHS	HHS—grants.gov	61
DOL	Disability—Disability.gov	58
DOD	TRICARE—tricare.mil	57
Treasury	IRS main website—irs.gov	56
DOT	Federal Motor Carrier Safety Administration main website—fmcsa.dot.gov	54

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TOP GAINERS

Anytime a federal government department, agency or program website shows significant improvement in satisfaction (three points or more), it should be noted as a success, as it is sometimes difficult to keep pace with ever-changing citizen expectations. These organizations are definitely doing something right. Other organizations, whether in the same category or not, should take note of how they are achieving this success.

Figure 3 shows the websites that demonstrated significant increases in citizen satisfaction since the last quarter.

FIGURE 3

E-Government Top Gainers (Quarter-to-Quarter)		
Department	**Website**	**Satisfaction Gain**
DOD	DOD Pentagon Channel—pentagonchannel.mil	7
USDA	FSIS main website—fsis.usda.gov	7
PBGC	MyPBA—https://egov.pbgc.gov/mypba	4
DOD	TRICARE—tricare.mil	4
NIH	Alzheimers Disease Education and Referral Center—nia.nih.gov/alzheimers	3
GSA	GSA Auctions—gsaauctions.gov	3
PBGC	U.S. PBGC main website—pbgc.gov	3
SEC	U.S. Securities and Exchange Commission—investor.gov	3

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SATISFACTION BY WEBSITE FUNCTIONAL CATEGORY

In this report, federal government websites are organized by both functional category and organizational structure to allow for benchmarking against peers. The functional website categories include: e-commerce and transactional, news and information, portals and department main websites, and career and recruitment.

Since missions can vary greatly by category, it is useful to benchmark government websites against other sites in the same category, in addition to comparing scores against the overall aggregate average. To provide the most accurate and precise data, the ForeSee standard requires that a category consist of at least five websites before an average is calculated. Because the career and recruitment category consists only of four websites, an average isn't calculated for it.

Federal E-Commerce and Transactional Websites

FIGURE 4

	Q3 2014	Q2 2014	Q1 2014	Q4 2013
Aggregate Satisfaction Score (100-point scale)	80	79	78	78

Federal E-Commerce and Transactional Websites

Department	Website	Satisfaction
SSA	Extra Help with Medicare Prescription Drug Plan Costs—socialsecurity.gov/i1020	90
SSA	SSA Retirement Estimator—ssa.gov/estimator	90
SSA	SSA - my Social Security	88
SSA	SSA iClaim—socialsecurity.gov/applyonline	88
SSA	Social Security Business Services Online—ssa.gov/bso/bsowelcome.htm	87
SSA	Social Security Internet Disability Report—ssa.gov/applyfordisability	83
HHS	SAMHSA Store—store.samhsa.gov	80
PBGC	MyPBA—https://egov.pbgc.gov/mypba	79
Treasury	U.S. Mint Online Catalog and main website—usmint.gov	79
PBGC	MyPAA—https://egov.pbgc.gov/mypaa	78
SSA	SSA iAppeals - Disability Appeal—ssa.gov	75
USDA	Recreation One-Stop—recreation.gov	74
GSA	GSA Auctions—gsaauctions.gov	72
FTC	FTC Complaint Assistant website—ftccomplaintassistant.gov	71
Treasury	TreasuryDirect—treasurydirect.gov	62

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Federal News and Information Websites

FIGURE 5

	Q3 2014	Q2 2014	Q1 2014	Q4 2013
Aggregate Satisfaction Score (100-point scale)	75	75	75	75

Federal News and Information Websites

Department	Website	Satisfaction
HHS	MedlinePlus en español—medlineplus.gov/esp	87
HHS	MedlinePlus—medlineplus.gov	86
Boards, Commissions, and Committees	American Battle Monuments Commission—abmc.gov	84
NIH	National Institute of Aging - Go4Life—go4life.nia.nih.gov/	84
HHS	NIH - Senior Health—nihseniorhealth.gov	84
DHS	U.S. Citizenship and Immigration Services Resource Center—uscis.gov/portal/site/uscis/citizenship	84
SEC	U.S. Securities and Exchange Commission—investor.gov	84
NIH	Alzheimers Disease Education and Referral Center—nia.nih.gov/alzheimers	83
DOD	DoD Navy—navy.mil	83
HHS	National Cancer Institute Site en Español—cancer.gov/espanol	83
HHS	National Library of Medicine AIDS information—infoSIDA.nih.gov	83
HHS	NIDDK—www2.niddk.nih.gov	83
HHS	HHS Healthy People—Healthypeople.gov	82
HHS	National Women's Health Information Center (NWHIC) main website—womenshealth.gov	82
DOC	National Geodetic Survey, National Oceanic and Atmospheric Administration website—ngs.noaa.gov	81
HHS	National Library of Medicine AIDS information—aidsinfo.nih.gov	81
DOJ	National Institute of Justice—nij.gov	80
FTC	FTC OnGuardOnline—onguardonline.gov	79
DOD	DoD Air Force—af.mil	78
DOJ	Office of Justice Programs - Crime Solutions—crimesolutions.gov	78
DOL	Bureau of Labor Statistics—bls.gov	77
DOD	DOD Pentagon Channel—pentagonchannel.mil	77
DOJ	Office of Juvenile Justice and Delinquency Prevention—ojjdp.gov	77
NIH	The National Center for Complementary and Alternative Medicine (NCCAM)—nccam.nih.gov	77
HHS	Agency for Healthcare Research and Quality—ahrq.gov	76
DOS	Department of State blog website—blogs.state.gov	76
DOI	U.S. Geological Survey—usgs.gov	76
NRC	U.S. Nuclear Regulatory Commission website—nrc.gov	76

Federal News and Information Websites *(continued from page 11)*

Department	Website	Satisfaction
HHS	HHS National Health Information Center—Healthfinder.gov	75
DOJ	National Criminal Justice Reference Service—ncjrs.gov	75
DOD	DoD Marines—marines.mil	74
DOT	Federal Aviation Administration—faa.gov	74
HHS	National Institute of Allergy and Infectious Diseases—www3.niaid.nih.gov	74
DOT	U.S. Department of Transportation—fhwa.dot.gov	74
DOS	Bureau of Consular Affairs—travel.state.gov	73
USDA	ERS main website—ers.usda.gov	71
Treasury	Making Home Affordable—makinghomeaffordable.gov	71
SEC	U.S. Securities and Exchange Commission—sec.gov	71
DOT	DOT Research and Innovative Technology Administration website—rita.dot.gov	70
USDA	FSIS main website—fsis.usda.gov	70
HHS	Health Resources and Services Administration main website—hrsa.gov	70
DOJ	Office of Justice Programs—ojp.gov	69
DHS	U.S. Citizenship and Immigration Services—uscis.gov/e-verify	68
FDIC	FDIC Applications—www2.fdic.gov	67
USDA	NRCS website—nrcs.usda.gov	67
DOC	U.S. Census Bureau main website—census.gov	67
Treasury	USTTB website—ttb.gov	66
DOC	BEA main website—bea.gov	65
DOJ	Bureau of Justice Statistics—bjs.gov	64
USDA	Forest Service main website—fs.usda.gov	62
HHS	HHS—grants.gov	61
DOD	TRICARE—tricare.mil	57
DOT	Federal Motor Carrier Safety Administration main website—fmcsa.dot.gov	54

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Federal Portals and Department Main Websites

FIGURE 6

	Q3 2014	Q2 2014	Q1 2014	Q4 2013
Aggregate Satisfaction Score (100-point scale)	72	72	72	72

Federal Portals and Department Main Websites

Department	Website	Satisfaction
DHS	U.S. Citizenship and Immigration Services Español—uscis.gov/portal/site/uscis-es	84
HHS	CDC main website—cdc.gov	83
HHS	National Cancer Institute main website—cancer.gov	83
HHS	NIAMS public website—niams.nih.gov	82
NASA	NASA main website—nasa.gov	81
HHS	National Institute of Dental and Craniofacial Research—nidcr.nih.gov	81
DOJ	FBI main website—fbi.gov	80
DOI	National Park Service main website—nps.gov	80
HHS	National Library of Medicine main website—nlm.nih.gov	79
HHS	U.S. Food and Drug Administration main website—fda.gov	78
NIST	National Institute for Standards and Technology main website—nist.gov	77
DOD	Department of Defense portal—defense.gov	74
SBA	SBA main website—sba.gov	74
SSA	Social Security Online main website—socialsecurity.gov	74
DHS	U.S. Citizenship and Immigration Services—uscis.gov/portal/site/uscis	74
PBGC	U.S. PBGC main website—pbgc.gov	74
FTC	FTC main website—ftc.gov	73
GAO	GAO main public website—gao.gov	72
DHS	Department of Homeland Security main website—dhs.gov	71
DOS	Department of State main website—state.gov	71
FDIC	FDIC main website—fdic.gov	71
GSA	GSA main website—gsa.gov	71
ITC	U.S. International Trade Commission main website—usitc.gov	70
EPA	U.S. Environmental Protection Agency—epa.gov	68
NARA	NARA main public website—archives.gov	66
DOC	U.S. Patent and Trade Office—uspto.gov	66
HHS	SAMHSA website—samhsa.gov	65
Treasury	Treasury main website—treasury.gov	65
DOT	Federal Railroad Administration main website—fra.dot.gov	63

Federal Portals and Department Main Websites *(continued from page 13)*

Department	Website	Satisfaction
DOE	U.S. Department of Education—ed.gov	63
DOL	Disability—Disability.gov	58
VA	VA Main website—va.gov and myhealthva.gov	57
Treasury	IRS main website—irs.gov	56

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Federal Career and Recruitment Websites

To provide the most accurate and precise data, the ForeSee standard requires that a category consist of at least five websites before an average is calculated. Because this category consists only of four websites, an average isn't calculated.

FIGURE 7

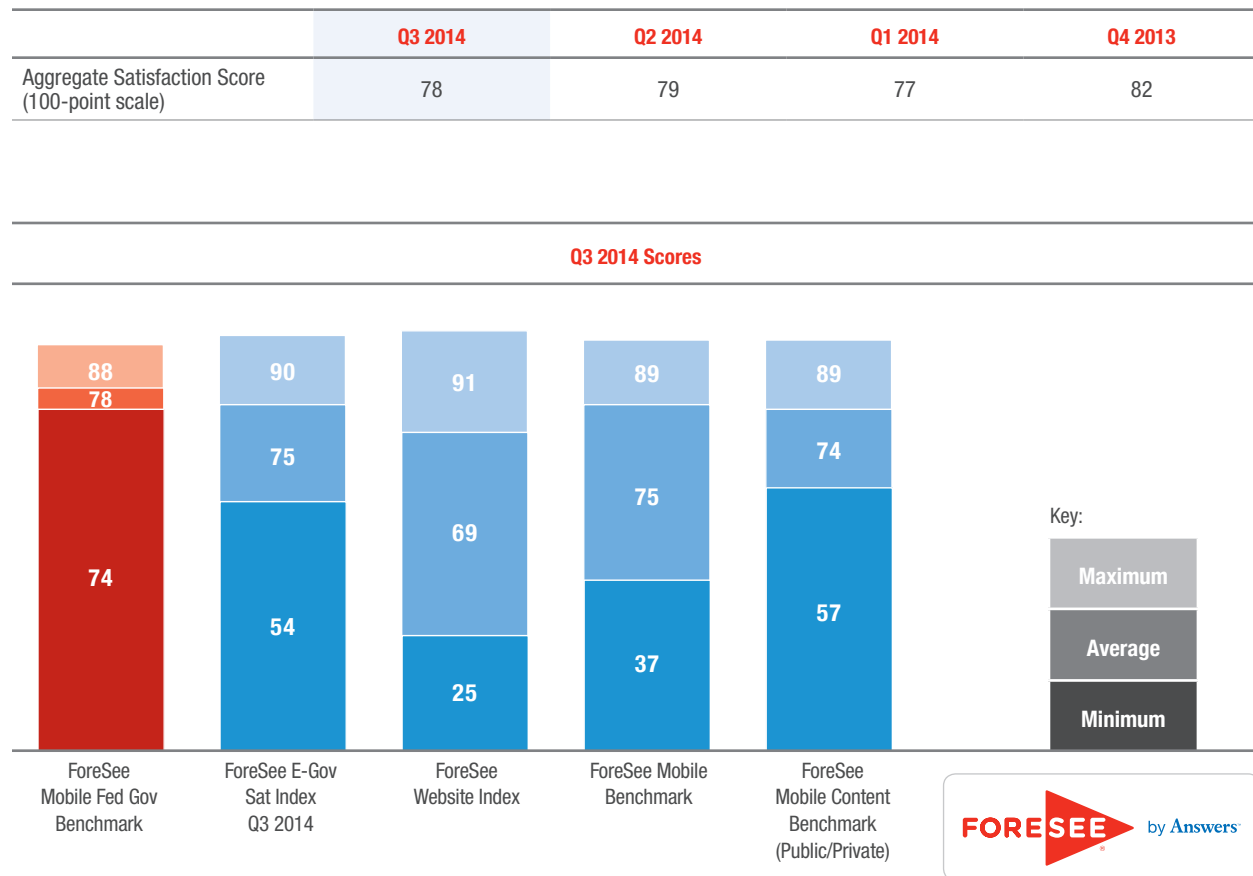| Federal Career and Recruitment Websites		
Department	**Website**	**Satisfaction**
CIA	Recruitment website—cia.gov/careers	84
DOS	Recruitment website—careers.state.gov	78
DOL	Department of Labor Job Listings—doors.dol.gov	76
OPM	Recruitment website—usajobs.gov	73

SATISFACTION WITH MOBILE SITES AND APPS

With more and more citizens wanting to gain information using mobile devices to access the government's digital channels, the federal government and ForeSee launched the Mobile Federal Government Benchmark in the fourth quarter of 2013.

Figure 8 shows the average aggregate Satisfaction score for the government's mobile sites and apps for the last 12 months, as well as how the scores from this relatively new index compare with scores from other indexes.

FIGURE 8

	Q3 2014	Q2 2014	Q1 2014	Q4 2013
Aggregate Satisfaction Score (100-point scale)	78	79	77	82

Q3 2014 Scores

Key:
- Maximum
- Average
- Minimum

ForeSee Mobile Fed Gov Benchmark	ForeSee E-Gov Sat Index Q3 2014	ForeSee Website Index	ForeSee Mobile Benchmark	ForeSee Mobile Content Benchmark (Public/Private)
88 / 78 / 74	90 / 75 / 54	91 / 69 / 25	89 / 75 / 37	89 / 74 / 57

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WHY SATISFACTION MATTERS

When the ForeSee customer experience measurement methodology is used, satisfaction has been shown to have a direct impact on behavior. Every quarter, this Index compares highly satisfied visitors and users (with Satisfaction scores of 80 or higher) to less-satisfied website visitors and mobile users (with Satisfaction scores of 69 or lower) and calculates likelihood scores that indicate actions citizens may take in the future.

For example, Figure 9 shows the range of Satisfaction this quarter for each measured future behavior. Here, a "Future Participation" likelihood score of 55% indicates that a highly satisfied website visitor is 55% more likely than a less-satisfied visitor to participate with the government.

FIGURE 9

Why Satisfaction Matters: Websites			
	Highly Satisfied Citizens (80+)	**Dissatisfied Citizens (< 70)**	**Likelihood Scores**	**The Impact of Higher Website Satisfaction**
Future Participation	68	44	55%	Citizens are more likely to participate with and express their thoughts to their government, which strengthens the democratic process and may provide useful feedback.
Return to Site	97	63	54%	Government departments and agencies have an ongoing channel to provide information and services to citizens efficiently and relatively inexpensively.
Recommend Site	96	48	100%	Use of government websites will grow as citizens recommend them to their friends, family and colleagues.
Use Site As Primary Resource	93	50	86%	Cost savings for departments and agencies can result as citizens are right-channeled to web; citizens get information from a credible government source, rather than another online/offline source (in cases where options exist, e.g., health-related information).
Trust	90	50	80%	Citizens believe the agency is trustworthy and acting in their best interests, which fosters faith in the democratic process.

Why Satisfaction Matters: Mobile Sites and Apps			
	Highly Satisfied Citizens (80+)	**Dissatisfied Citizens (<70)**	**Likelihood Scores**	**The Impact of Higher Mobile Sites and Apps Satisfaction**
Recommend Site or App	95	47	102%	Use of government mobile sites and apps will grow as citizens recommend them to their friends, family and colleagues.
Return to Site or App	96	56	71%	Government departments and agencies have an ongoing channel to provide information and services to citizens efficiently and relatively inexpensively.

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If federal government agencies focus on improving the priority areas for their websites and mobile sites and apps, citizen satisfaction should also improve.

ForeSee also helps the government measure a number of elements, or drivers, of satisfaction. Although there are variations in the set of elements that are relevant to each website (and fewer in general for mobile), the most common elements for websites are: Search, Navigation, Functionality, Online Transparency, Content, Site Performance, and Look and Feel.

By measuring these elements, federal organizations can pinpoint and prioritize areas of improvement from the citizens' perspective, which leads to increased satisfaction. Figure 10 shows the priority elements identified in the most recent Index.

FIGURE 10

Common Elements of the Website Experience		
Element	**What It Measures**	**Priority for Improvement**
Search	The relevance, organization and quality of search results available on the site. (Although this element is not applicable universally, it is often extremely impactful for sites where it is relevant.)	Priority 1 = Top Priority
Navigation	The organization of the site and options for navigation.	Priority 1 = Top Priority
Functionality	The usefulness, convenience and variety of online features and tools available on the website.	Priority 1 = Top Priority
Online Transparency	How thoroughly, quickly and accessibly the website discloses information about what the agency is doing.	Priority 2
Site Performance	The speed, consistency and reliability of loading pages on the website.	Priority 3
Look and Feel	The visual appeal of the site and its consistency throughout the site.	Priority 3
Content	The accuracy, quality and freshness of news, information and content on the website.	Priority 3

Common Elements of the Mobile Site or App Experience		
Element	**What It Measures**	**Priority for Improvement**
Navigation	The organization of the site or app, and options for navigation.	Priority 1 = Top Priority
Site Information	The accuracy, quality and freshness of news, information and content on the mobile site or app.	Priority 2
Look and Feel	The visual appeal of the site and its consistency throughout the mobile site or app.	Priority 2
Functionality	The usefulness, convenience and variety of online features and tools available on the mobile site or app.	Priority 3
Site Performance	The speed, consistency and reliability of loading pages on the mobile site or app.	Priority 3

FORESEE by Answers

WHY GOVERNMENT AGENCIES RELY ON FORESEE

Today, there are more ways than ever for the public sector to interact with citizens. In particular, websites—and more recently, mobile sites and apps—are helping federal departments and agencies and state and local governments increase transparency and deliver information and services more cost-effectively. But with constantly evolving citizen expectations, it's difficult to know where to invest often-limited resources to create a better citizen experience and a more effective government.

ForeSee's predictive customer experience analytics help leaders understand citizen satisfaction, from the citizen perspective; quantify the impact each element of the experience has on satisfaction and future behaviors; and understand where to focus resources for the best return.

ABOUT THE AUTHOR

Dave Lewan is responsible for managing the organization focused on the public sector, including federal and state government departments and agencies, non-profit organizations, associations and higher education institutions. He is charged with defining strategy and leveraging internal resources to initiate new business opportunities while delivering to existing ForeSee public sector clients. Dave is also responsible for ForeSee's Canadian business and cxMeasure for Stores in the private sector. Over the past 25 years, Dave has led organizations in a number of different areas including sales, marketing, product management, operations and technology. Prior to joining ForeSee in 2009, Dave held leadership roles at ADP, SalesLogix, Ultimate Software and Ceridian. Dave graduated from the University of Minnesota with a degree in speech communications.

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Julie Anderson, research analyst at ForeSee, has more than 15 years of consulting and research experience in public and private organizations, with a focus on large-scale data analytics. Through her work as a customer experience research analyst at ForeSee, she has extensive experience with customer satisfaction methodologies and in providing voice of customer analytics with a special focus on digital analytics.

ABOUT FORESEE

ForeSee, an Answers solution, continuously measures satisfaction with the customer experience across customer touch points and delivers critical insights on where to prioritize improvements for maximum impact. Because ForeSee's superior technology and proven methodology connect the customer experience to the bottom line, executives and agency managers are able to drive future success by confidently optimizing the efforts that will achieve organizational and mission objectives. The result is better efficiencies for organizations and a better experience for constituents. Visit www.answers.com/foresee for customer experience solutions.